

16 November 1962

MEMORANDUM FOR: Mr. Kirkpatrick *LBK*SUBJECT : First Meeting of the Ad Hoc Committee for CIA
Mid-Career Development Program, 15 November 1962REFERENCE : Action Memorandum-76 dated 25 October 1962, subj:
CIA Career Training Program

1. The Board is composed as follows:

Matthew Baird, Director of Training - Chairman

DDP

DDS

DDI

DDR

Emmett Echols, Director of Personnel

Comptroller's Office

Bill Duggan, Deputy Director/OTR

OTR

D/DCI

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2. Mr. Baird opened the meeting by explaining that in order to implement the CIA Career Training Program, as outlined in action memorandum-76, 25 October 1962, it would be necessary to seek guidance from the men present on such problems as where money for this training will come from, where the necessary training space will come from, how to establish screening processes for candidates, etc.

3. [] said the Office of the DD/P did not think it was a sound practice, as implied in reference, that men could not be promoted to GS-14 until they had taken mid-career training. He explained that a man might be in the field producing and ready for promotion; it would be unfair to impede his promotion and operationally unwise to bring him home for training principally to make him qualified for promotion. [] also mentioned that there would be a situation where men would be pressing for training so they could get

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promoted. It was agreed by most of the group that promotion should not be made contingent on mid-career training, and that individual cases be left to the discretion of the services. However, each service would comply with the intent of the program to make mid-career training part of a man's advancement.

5. Mr. Baird said that OTR could probably handle now, with present facilities, about [] a year in a mid-career program, but it would heavily tax OTR. He added, however, that it was basic to reference paper that each man's training would be patterned to the individual, and this would be impossible with present OTR facilities. 50X1

6. Mr. Baird said it was his opinion that by the time a man reached mid-career training (generally after about 10 years with the Agency) what he most needed as a stimulus for more productivity in the Agency was a sabbatical and this involved external training which gets right into the problem of funds. [] said that external training, like so many problems now facing the Agency, can only be solved by the Director who must decide how he wishes to allocate funds. He also pointed out that, as a practical matter, if the Agency is to develop men through training, it must have other men to fill their jobs while they are being trained and this involves an increase in personnel. Also it takes time before the benefits to the Agency from this training will reveal itself by increased efficiency. Mr. Baird also said it takes time to develop people and this again comes down to the need for more people. STAT

7. [] brought up the matter of on-the-job training; that is, the switching of men between career services as a part of mid-career training. While most agreed that this would serve a valuable purpose, it does raise the problem of an individual not being able to produce unless he has some prior training or experience. STAT

8. The following action will take place before the next meeting which will be in about two weeks:

a. The OTR Task Force will suggest several programs for mid-career training.

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b. The various members of the ad hoc board will canvass their offices to see how many GS-13s are now eligible for a mid-career program; that is GS-13s who generally fit the criteria tentatively agreed on in the proposed CIA Career Training Program(attached).

9. We should have the views of General Carter and yourself on the following matters before the next meeting.

a. Do you agree that individual promotions per se will not be directly tied in with mid-career training but be left to the discretion of the various career services?

*Not win- found,
but more and
more required.*

b. Is it possible to get some reading on whether or not funds will be available for external training? What are the views of the DDCI and yourself as regards external training patterned to suit the needs of the individual? (In this regard, it was not discussed at the meeting, but individuals taking specialized external training can often take on assignments that will have a direct operational value to the Agency.

*Yes. They
will be.
Good.*

50X1

c. Mid-career training will strain personnel resources, and the services will probably resist this training unless provision can be made to have adequate reserve personnel strength to cover the vacancies left by the men being trained. Therefore, mid-career training, as a practical matter, will probably mean an increase of personnel until the program is fully underway. Could we have the views of the DDCI and yourself on this point?

*Not necessarily
We're not!*

d. Regarding paragraph 7 above, do you agree that inter@ service on-the-job training can be part of this program in individual cases?

*Very
limited.
Not
practical.*

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